

UNDERSTANDING THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

SCENARIO IN THE HOTEL INDUSTRY: A SYSTEMATIC

LITERATURE REVIEW (2011-2018)

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ABSTRACT

The Author reviewed systematic literature on Customer Relationship Management (CRM) in the hotel industry. The study specifically focused on CRM and marketing performance. CRM is a business approach which focuses on identifying, acquiring and retaining profitable customers through continuous and long lasting relationship. The systematic review is confined only to 20 empirical articles, gathered via different online databases, the period ranging from 2011-2018. The result found that the diverse nature of the study in terms of the variables used (both dependent and independent variables), the year of publication and countries studied, the research methods deployed, and the researcher's area of specialization. The four dimensions, so called behavioral dimensions, have been frequently used to address the causal effects of CRM on marketing performance. These dimensions were customer orientation, CRM organization, knowledge management and technology based CRM. On the other hand, marketing performance also examined from different perspectives but the frequently used dimensions were customer satisfaction and loyalty. Almost all these factors found to have a positive and significant effects on marketing performance measurements. Moreover, the result will support researchers and practitioners to get holistic view about CRM in the hotel industry and enable them for identifying future directives.

KEYWORDS: CRM, Dimensions of CRM, Hotel Industry, Marketing Performance & Empirical Paper

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1. INTRODUCTION

Every business unit emphasizes on maintaining a long term relationship with customers to nurture its stability in today's turbulent and the competitive market arena. Customer's expectations are no longer solely restricted to induce best product and services, they also need a face-to-face business in which they want to receive exactly what they demand and in a quick time. According to [1] customer relationship management (CRM) can be the exclusive and powerful weapon to ensure customer satisfaction and loyalty. They also added CRM is a nonnegotiable business strategy in today's business situation for customers connecting either electronically or face to face and for both internal and external customers from across the globe or town.

There is no single and universally accepted definition of customer relationship management. Different people and company viewed CRM from different perspectives. In other words, it means different things to different people depends on the work environment they have been using [2-5]. Information technology (IT) companies viewed it as a software or IT which supports the business activities whereas others viewed from

marketing and management perspective as a business strategy which concentrate on customer centric approach to acquire, satisfy and retain profitable customers. It has also became the most debatable issue and core strategy in the business filed [6].

CRM is the overall process of building and maintaining profitable customer value and satisfaction [7]. It is viewed as the combination of three key elements i.e. customer strategies, technology and business processes; when these three aspects are taken into account, an organization can get in-depth information about its customers and achieve much enhanced customer loyalty and increased profitability. CRM could be a result of a good mix of each technological and business innovation; it's palmy with all very important and crucial views of people compiled along and then taken into thought once developing the promoting strategy. It implies that IT and marketing should be properly aligned within the organization so that the CRM efforts designed for the customers will prove to be beneficial for the organization.

In order to form glorious progression within the dynamic business atmosphere, it is important that all organizational and strategic aspects are properly taken into consideration[8 & 9].

CRM as a set of philosophies, strategies, systems and technologies that would effectively and efficiently manage the transactions of customers with companies and the subsequent relationships with those customers. It is an upright conception or strategy to solidify relations with customers and at the identical time reducing prices and enhancing productivity and profitability in business [10].

It is obviously known that working in the field of hospitality could be quite challenging. Different from various sectors, the hospitality industry is unique in its nature which tends to be service-oriented and has a strong emphasis on human exchange in the service delivery processes. It depends largely on relationship marketing in which at looking the relationship between service providers and its customers. The hospitality industry has the following characteristics: product-service mix, two-way communication, relationship building, diversity in nature and labour intensive [11].

A hotel is one of the most important service provider institutions in the field of hospitality and play a major role in expanding the tourism sector. Really hotels are considered as “home away from home” for guests; this means that they can be treated as a second home for guests. It can be classified based on different criteria such as function (example, meeting and convention), location (example, city centers), price (example, budget or luxury), market segment (leisure travelers), hotel size (number of rooms), staff to room ratio (example, 1 staff serving 2 rooms), design (example, exterior and interior), rating (example, 4 or 5 stars), distinctiveness of property (example, all-suite hotels) (ibid). Historically, however, a hotel was viewed as an industry providing a luxury service valuable to the economy only as a foreign exchange earner but now the industry contributes directly to employment, and indirectly facilitates tourism and commerce. Institutions that offer shelter, food, or both to people away from their homes will be included in the category. This might include private clubs, resorts, attractions, and so on [12].

The hotel business nowadays has been recognized as a worldwide business, with producers and consumers spread around the world. Apart from the expansion of domestic hotels, international hotels have been expanding through franchise. Hotel amenities like room decoration, bar & restaurant services, nightclub, sport bar, internet café has been becoming the daily and integral part of human life. Moreover, in the last three decades, demand for and supply of hospitality services beyond that of the traditional services intended for travelers have escalated the growth of the hospitality industry globally, leading to intense competition in the market-place. One of the best challenges facing hotel organizations

nowadays is that the ever-growing volume and pace of competition. Competition has had major implications for the client, providing increased choice, greater value for money and augmented levels of service.

The rationale of this study is that CRM has been viewed from multi-dimensions and has become a complex phenomenon, which is entertained by different factors. Due to its multi-faceted and complex view, a number of different variables have been used to measure CRM which is investigated by previous studies. Systematic review is a critical issue that provides summarized information in which bringing together a number of separately conducted studies. By providing a concise and clear summary of information addressing a specific research question, systematic review allows us to take account the whole range of relevant results from research on a particular topic. Therefore, this study supports that many businesses need to know and look at the particular measures and dimensions of CRM which has a significant effect on various marketing performance measurements like customer satisfaction, customer retention and loyalty, image, market share and revenue, sales and profit. This is very critical for a hotel business especially with increase in competition as well as lack of uniqueness in providing services.

This study aimed to conduct a systematic literature review on CRM in the hotel industry and show its scenario from 2011 to 2018. The studies are analyzed on the basis of some common characteristics and variables that potentially enhance the application of CRM in hotels. For this purpose the researcher investigated the existing literature on CRM in the hotel industry. To make the scenario/trend clear, CRM dimensions /perspectives and hotel marketing performance measurements like customer satisfaction, customer retention, customer loyalty, image, revenue, market share, sales and profit are taken.

In this review, the researcher considered only empirical research papers published in scholarly or academic journals so called peer reviewed or refereed publications; others such as theoretical and other sources like text books, reports, master's thesis and doctoral dissertation in this area, however, excluded. The remaining portions are organized as follows. The review methodology focusing specifically on the inclusion criteria and the selection of the articles is inculcated in section two. Section three summarizes the reviewed articles by taking into consideration their common qualities, followed by discussion of the findings in section four. The last section concludes the study with the implications, limitations, and future research directions.

2. REVIEW METHODOLOGY: DEFINE INCLUSION AND EXCLUSION CRITERIA

2.1 Inclusion and Exclusion Criteria

The three criteria that the researcher used to identify the possible studies for the review were,

- Articles published in scholarly or academic journals so called peer reviewed or refereed publications from the year 2011-2018 and written in the English language were considered. Other published sources, such as textbooks, governments' reports, and students' dissertations (e.g., master or doctoral) and written by other languages were not considered.
- The empirical literature on CRM particularly focused on the hotel industry were included. Studies conducted on other industries like financial, transportation, communication, wholesale and trade, retailing, manufacturing, health services, auto repair services, business services, legal services, government services, and education services were excluded.
- The researcher concerned only on empirical studies; which means conceptual and theoretical works are excluded.

2.2 Selection of Articles

The empirical articles under reviewed are related to CRM scenarios in hotel industry and gathered through various electronic databases. These databases were EBSCOhost, J-Gate, Emerald full text, Science Direct (Elsevier) and Google scholar. This study provided comprehensive information for the academic literature and marketing practitioners in the hotel industry. The search was entertained from 5th November 2018 to 14th December 2018.

The researcher followed three basic steps to select the appropriate articles. The first step was using the descriptor “CRM and marketing performance” as a keyword via the aforementioned databases. This resulted 1245 papers. Second, the researcher used the descriptor “CRM and hotel marketing performance” which produced 135 papers. These papers were critically reviewed to reduce those that are not exactly related to CRM dimensions and marketing performance in the hotel industry. The review finally created 20 articles related to the study and papers published in a period covering from 2011 to 2018.

3. QUALITIES OF SELECTED ARTICLES

This part of the paper is further investigated the common qualities of articles based on some common characteristics such as articles year of publication, articles in which specific country done, researchers area of specialization, types of journals in which articles are published, research methods such as research design, data collection tool, sources of data, sampling technique, and target groups for collecting primary data. Moreover, regarding researcher’s area of specialization, research design, data collection tool, sources of data, sampling technique and concerned target population, specific points are given as follows.

Table 3.1: Common Qualities of Articles

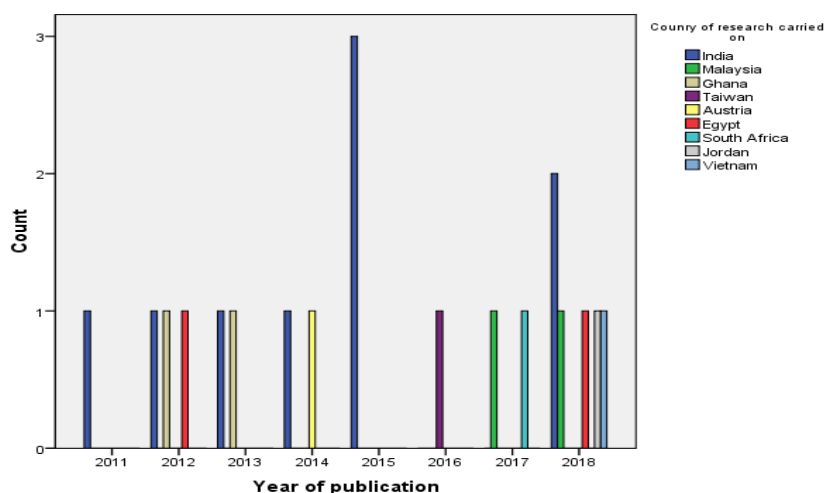
| Common Qualities | Points Considered | Common Qualities | Points Considered |
|----------------------|--|------------------------------------|---|
| Research design | <ul style="list-style-type: none"> ➤ Quantitative ➤ Qualitative ➤ Mixed | Sampling technique | <ul style="list-style-type: none"> ✓ Probability sampling ✓ Non-probability ✓ Census |
| Data collection tool | <ul style="list-style-type: none"> ➤ Questionnaire ➤ Interview ➤ Both questionnaire & interview ➤ Multiple tools | Target population | <ul style="list-style-type: none"> ✓ Customers ✓ Employees (including managers) ✓ Both |
| Sources of data | <ul style="list-style-type: none"> ➤ Primary source ➤ Secondary source ➤ Both | Researchers area of specialization | <ul style="list-style-type: none"> ✓ Business related ✓ Non-business ✓ Interdisciplinary |

Source: Author, (2019)

3.1 Dissemination of Articles by the Year of Publication and a Specific Country in which the Research was Carried on

The distribution of articles by their year of publication and specific country in which the research carried on the year from 2011 to 2018 is depicted in Figure 3.1. According to the result shown, substantial research work had been published on various dimensions of CRM and hotel marketing performances in the year 2018 (6 studies). On the other hand, the majority of the researches have been done in India from 2011 to 2018 (9 studies). However, the remaining 9 studies had been shared to some other Asian and African countries. The growth of publication in the area were stagnant /relatively similar from 2011 to 2017 but in 2018 there was a remarkable improvement. This has shown that the interest of

researchers in the area is considerably increased.

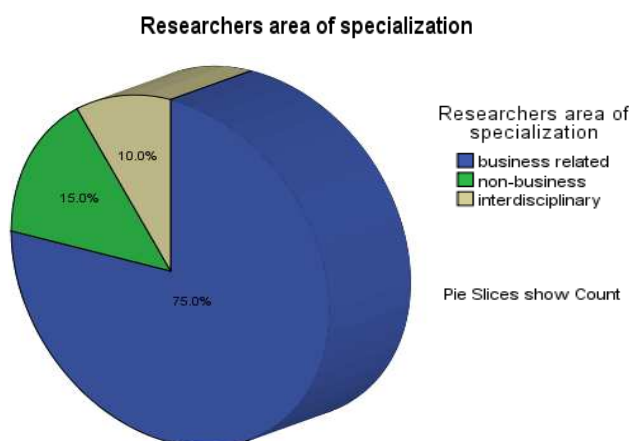


Source: Author, (2019)

Figure 3.1: Year of Article Publication and Country in Which Research Conducted

3.2 Distribution of Articles according to Researcher's Area of Specialization

The articles are categorized according to the researcher's area of specialization such as business related, non-business related and interdisciplinary. Majority of them were business related backgrounds (75%), followed by non-business related which counted 15%. According to the review those who had different backgrounds could able to see the concept of CRM in a different fashion.



Source: Author, (2019)

Figure 3.2: Researchers Area of Specialization

3.3 Distribution of Articles Based on Target Groups

One of the critical issues in research is deciding the right target population. If not, data validity and reliability will be under question mark. Moreover, wrong inferences and conclusions will be drawn.

Table 3.2: Distribution of Articles Based on Target Groups

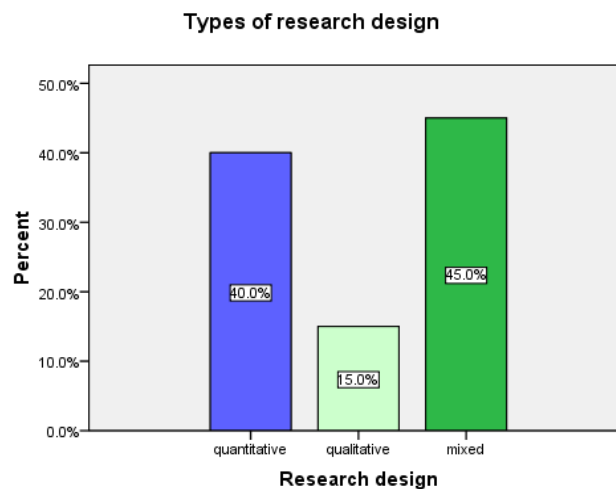
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------------------|-----------|---------|---------------|--------------------|
| Valid | customers | 10 | 50.0 | 50.0 | 50.0 |
| | employees (including managers) | 10 | 50.0 | 50.0 | 100.0 |
| | Total | 20 | 100.0 | 100.0 | |

Source: Author, (2019)

This systematic review yielded that half of the articles (50%) used customers as a target group whereas others used employees. Research objectives and rationale of the study have been determined to choose the right target group. Some articles focused on market share, sales volume, revenue and profit as a dependent variable. Most definitely these variables will be investigated from the organization side (employees and managers). On the other hand, some other articles focused on customers behavioral intentions such as customer satisfaction, customer retention, customer loyalty, and switching cost as a dependent variable. These variables are better to be investigated from the customers view point. Unfortunately, triangulation like using both key informants (customers and employees) had not been applied in these articles. A single method is not ever adequate to achieve research objectives and solve problems [13].

3.4 Distribution of Articles of Research Design

The following bar graph depicts the research design deployed by these articles. Like other research methods, it is a very important issue and determined according to the basic research questions.



Source: Author, (2019)

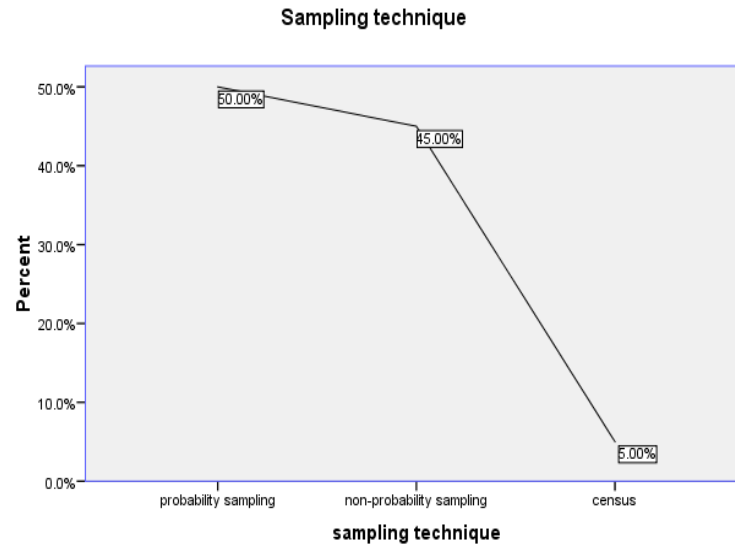
Figure 3.3: Distribution of Articles Based on Research Design

It was found that the majority of the studies depended on mixed approach with a percentage of 45.5% followed by quantitative (40%).

3.5 Distribution of Articles according to Their Sampling Technique

The primary decision before going to data collection is to determine whether sampling is needed or not. Because there are some occasions that researchers may use census instead of taking samples [14]. There were detailed sampling procedures discussed, in those articles reviewed, but only the general concept of sampling were considered to view those articles. Accordingly, three classifications were taken. These are probability sampling, non-probability sampling and census.

Based on the above figure 3.4, half percent (50%) of the articles applied probability sampling technique whereas 45% applied non-probability. Relatively this shows both sampling techniques were entertained equally. But, writers argue that using non-probability sampling technique is unable researchers to generalize their findings to the population, rather to theory (ibid).



Source: Author, (2019)

Figure 3.4: Distribution of Articles According to Their Sampling Technique

3.6 Article Distribution Based on the Data Collection Methods

55% of articles method of data collection was questionnaire whereas 35% was both questionnaire and interview. Only 2% had been applied triangulation that is multiple method of data collection.

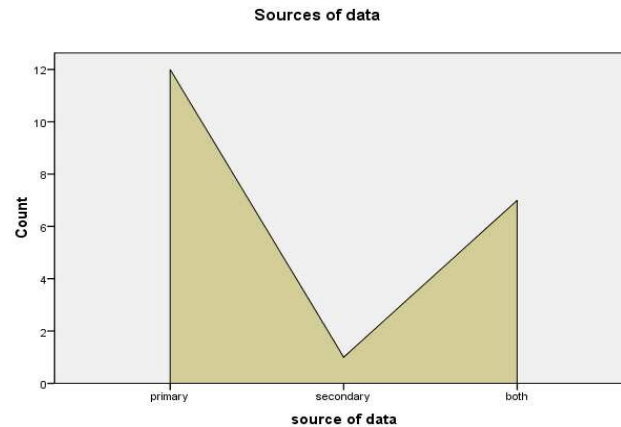
Table 3.3: Distribution Articles Based on Method of Data Collection

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------------------|-----------|---------|---------------|--------------------|
| Valid | questionnaire | 11 | 55.0 | 55.0 | 55.0 |
| | both questionnaire & interview | 7 | 35.0 | 35.0 | 90.0 |
| | Multiple | 2 | 10.0 | 10.0 | 100.0 |
| | Total | 20 | 100.0 | 100.0 | |

Source: Author, (2019)

3.7 Distribution of Articles Based on Sources of Data

Majority of articles used first-hand information (12 studies) and 9 studies used both primary and secondary sources to achieve their objectives. Only 1 study used secondary sources.



Source: Author, (2019)

Figure 3.5: Distribution of Articles by Sources of Data

3.8 Distribution of Articles by Journals and Variables Used

The following table shows that the name of journals in which articles published and the variables used to measure CRM and hotel marketing performance so that ease understanding can be created. Researchers' area of specialization also taken to understand whether it affects their view towards CRM. Because most authors argue that there is no consensus about the definition and concept of CRM; which indicate different things for different people as per their background (Baran et al., 2008; Dimitriadis and Steven, 2008; Buttle, 2009; Piskar and Faganel, 2009).

Table 3.4: Distribution of Articles by Journals and Variables Used

| Citation No. | Researchers Name & Year | Name of a Journal | Researchers Area of Specialization | Variables Used | | Results |
|--------------|---|--|------------------------------------|---|---|---|
| | | | | Independent (IV) | Dependent(DV) | |
| 15. | Anagamthu, B. (2015) | BVIMSR's Journal of Management Research | Business related | <ul style="list-style-type: none"> customer relationship upgrading capability customer orientation strategies customer value customer interaction management practices customer contact programs and CRM technology | <ul style="list-style-type: none"> Customer satisfaction Customer loyalty | Had positive& significant effect on customer satisfaction whereas customer satisfaction had also positive& significant effect on customer loyalty |
| 16. | Preeti Singh & Dr. Devaraj Badugu (2017) | International Journal Of Modern Engineering Research | Business related | <ul style="list-style-type: none"> ✓ Customer Orientation ✓ CRM Organization ✓ Knowledge Management ✓ Technology-Based CRM | <ul style="list-style-type: none"> ✓ Financial performance ✓ Non-financial performance | All dimensions were found to be positive & Significant effect |
| 17. | Budiono Hardjono& Lai Pooi San (2016) | Jurnal Dinamika Manajemen (Journal of Management Dynamics) | Non-Business | <ul style="list-style-type: none"> ✓ Customer Orientation ✓ CRM Organization ✓ Knowledge Management ✓ Technology-Based CRM ✓ Customer Satisfaction | Customer loyalty | Except technology based CRM, all impacted positively & significantly |
| 18. | Sanjiv Kumar Srivastava, Bibhas Chandra and Gautam Shandilya (2018) | International Journal of Civil Engineering and Technology (IJCIET) | Business related | CRM System (From technology perspective) | <ul style="list-style-type: none"> Customer satisfaction Customer loyalty | Positive & significant effect |
| 19. | Rameeza Ejaz, Mirza Ashfaq Ahmed, Zahoor Ahmad (2013) | International Journal of Business and Management Invention | Interdisciplinary | CRM practices (variables not defined) but general questions about their perceptions and behaviors towards it | <ul style="list-style-type: none"> Customer satisfaction Customer experience Customer loyalty Word of mouth | Had direct impact to the 1 st two variables but indirect impact to the last two variables through the 1 st two as an intermediary |
| 20. | Dr. E. B. KHEDKAR (2015) | International Journal of Management (IJM) | Business related | Not defined but applied general views | <ul style="list-style-type: none"> Customer satisfaction Customer loyalty | Positive & significant |
| 21. | George K. Amoako, Emmanuel Arthur, Christiana Bando and Rachel Kafui Katah (2012) | African Journal of Marketing Management | Business related | <ul style="list-style-type: none"> ➢ Service quality ➢ Employees (Staff) ➢ Communication tool | <ul style="list-style-type: none"> ➢ Customer loyalty ➢ Financial impact ➢ Repurchase ➢ Build trust | Positive & significant |
| 22. | Sanullah Nazir, Sheraz Khan, Raja Ahmed Jamil, Qazi Shujaat Mehmood (2014) | Journal of Management Info | Business related | <ul style="list-style-type: none"> ✚ Quality of services ✚ Access to service ✚ Service features | ✚ Customer satisfaction | Positive & significant |
| 23. | Debjani Sahoo (2011) | Vilakshan, XIMB Journal of Management | Business related | <ul style="list-style-type: none"> ✓ People ✓ Process ✓ Information Communication Technology (ICT) ✓ knowledge management ✓ employee satisfaction | <ul style="list-style-type: none"> ✓ Guest satisfaction & loyalty ✓ Revenue | Positive & significant |

| | | | | | | |
|-----|---|---|-------------------|---|---|--|
| 24. | Abdul Alem Mohammed & Basri bin Rashid (2012) | International Review of Management and Marketing | Business related | <ul style="list-style-type: none"> ✓ Customer Orientation ✓ CRM Organization ✓ Knowledge Management ✓ Technology-Based CRM | <ul style="list-style-type: none"> ✓ Financial perspective ✓ Customer perspective ✓ Internal process perspective ✓ Learning and ✓ Growth perspective | Positive & significant |
| 25. | P. G. Madhavi and S. Dhiliwayo (2017) | African Journal of Hospitality, Tourism and Leisure | Business related | <ul style="list-style-type: none"> ✓ Customer Orientation ✓ CRM Organization ✓ Knowledge Management ✓ Technology-Based CRM | <ul style="list-style-type: none"> ✓ customer loyalty ✓ profitability ✓ changes in market share ✓ sales | Positive & significant impact |
| 26. | Chauhan et. al., (2018) | International Journal of Research - GRANTHAALAYAH | Business related | Safety & Security measures | Guest relation | Positive & significant impact |
| 27. | Aradhana Chadha (2015) | Kuwait Chapter of Arabian Journal of Business and Management Review | Non-business | <ul style="list-style-type: none"> ✓ Customer Orientation ✓ CRM Organization ✓ Knowledge Management ✓ Technology-Based CRM | <ul style="list-style-type: none"> ➤ Customer satisfaction ➤ Customer loyalty ➤ Build trust | Positive & significant impact |
| 28. | Nguyen VH, Luu TL (2018) | Journal of Tourism & Hospitality | Business related | price, promotions, processing speed and response time | Sales | Positive & significant |
| 29. | Michael Toedt, Dipl. Betriebs Wirt (FH) 2014 | European scientific journal | Non-business | Communication (number of messages through e-mail & post-mail) | Sales performance (number of booking) | Direct & positive influence |
| 30. | Nana Yaw Asabere1 and Vida Doku (2013) | International Journal of Application or Innovation in Engineering & Management (IJAIEM) | Interdisciplinary | Information communication technology (ICT) and Computing service | Guest satisfaction and retention | Positive influence |
| 31. | Alananzeh, O.A. et al. (2018) | Journal of Environmental management and tourism | Business related | <ul style="list-style-type: none"> ❖ Hotel facilities & attractions ❖ Front office service ❖ Outlet (Food & Beverage) | ❖ Tourist satisfaction | The 1 st two had positive & significant impact whereas the 3 rd factor had no significant impact |
| 32. | Dr. Tauseef Ahmad et al.,(2012) | Asian Journal of Finance & Accounting | Business related | Not defined but applied general view | Trust Customer satisfaction Customer retention | Positive influence |
| 33. | Wu, Shwu-Ing; Chen, Jui-Ho (2016) | Total Quality Management & Business Excellence | Business related | <ul style="list-style-type: none"> ✓ Customer Orientation ✓ CRM Organization ✓ Knowledge Management ✓ Technology-Based CRM | Financial and non-financial performance | Positive & significant effect |
| 34. | Basma Elsaid Eldesouki and Yang Wen (2018) | International Journal of Business and Management Review | Non-business | <ul style="list-style-type: none"> • customer retention(CR) • customer satisfaction(CS) • customer feedback(CF) • data warehousing(DW) | Hotel performance | Positive & significant effect |

Source: Author, (2019)

4. RESULTS AND DISCUSSIONS

The investigation of the 20 empirical studies brought together the various dimensions of CRM and hotel marketing performances. The literature on CRM and hotel industry regarding its marketing performance increasing rapidly and shown the increased interest of researchers in this particular area (Figure 3.1).

The majority of the articles were published in 2018 and carried on in India figure 3.1. Though 75% of the researchers' area of specialization were being business related, they viewed CRM in different dimensions (table 3.4). Based on the literature mixed research design, probability sampling technique, questionnaire, and primary sources of data were better describe their research method whereas half of them used customers as a research target group; others took employees.

According to the literature review, the researcher found that CRM has been conceptualized in various ways (Table 3.4). The majority of the studies conceptualized CRM into four major categories. These are: customer orientation (15, 16, 17, 24, 27, 33, and 34), CRM organization (16, 17, 24, 27, and 33), knowledge management (16, 17, 23, 24, 25, 27, 33, and 34) and technology based CRM (15, 16, 17, 18, 21, 23, 24, 25, 27, 29, 30, 33, and 34). Surprisingly 13 articles out of 20 conceptualized CRM from the technology perspective either directly or indirectly. Previous systematic review studies have been released different dimensions of CRM, which are different from this review. For example, [35] have identified four critical elements of CRM which impact customer satisfaction and loyalty. These are: interaction management, relationship development, quality of service and employees' behaviour. On the other hand, [36] conducted systematic review particularly articles ranging the period from 2005-2015 and provided three most frequently used dimensions of CRM. These are: service quality, service access and handling complaints.

Regarding hotel marketing performance, though it has been defined in various dimensions, customer satisfaction and loyalty played a major role. The result also shown that the various dimensions of CRM had a positive and significant effect on customer satisfaction and loyalty. However, two studies were proved that CRM had no direct impact on customer loyalty (17 & 19). Customer satisfaction was also taken as an independent variable on customer loyalty (17 & 34) and as an intermediary variable (15 & 19). In both cases it had a positive and significant effect.

5. CONCLUSIONS

The objective of this study is to conduct a systematic literature review on the various dimensions of CRM on hotel marketing performance. The review is based on 20 empirical studies published in various academic peer reviewed journals from 2011-2018.

CRM is a multi-dimensional phenomenon and its concept is complex which is aggravated by different but interrelated factors. Because of its complexity, a number of different variables have been used to measure CRM since its establishment. This study has verified the complexity of its concept through identification of various measurements which could affect the different variables in marketing performance.

Based on the review, customer orientation, knowledge management, CRM organization and technology based CRM were the main concepts taken to measure CRM and almost all studies found that to have a positive and significant effect to marketing performance measurements.

Basically, this study aims to provide relevant contribution to hotel industries and other practitioners to understand the concept of CRM and its important contribution regarding to the various marketing performances. Therefore, other companies and practitioners who did not test its concept will apply and know its reality for better conclusion.

Like that of other research works, the present study also has some limitations which will facilitate opportunities for further investigation. The first limitation of this study is focused only academic peer reviewed journals; others excluded so that relevant concepts and papers restricted. Due to its selection procedure and the methods applied only 20 articles were considered. As a result of this majority of the studies are conducted in developing countries (Asia and Africa) so that unable to generalize the result to developed countries. Therefore, further study will be needed to validate and verify the result to developed nations.

The second limitation of the study is also considered articles written by English language only. Hence, future studies will consider empirical studies included in other than the English language.

The third limitation of the study is considered only hotel industries. Therefore, other researchers will consider other industries such as financial, manufacturing, retailing, communication, transportation, utilities, education and health.

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